

Message Text

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SUBJECT MEEING ON INNOVATION IN PROCEDURES AND STRUCTURES OF
GOVERNMENT OCTOBER 1-3, 1973

REF STATE 191583

DEPT PASS OMB, GSA (D. INK), HEW (A. DEAN)

1. SUMMARY. WELL-ATTENDED EXPLORATORY MEETING SHOWED
LARGE MEASURE OF SUPPORT FOR POSSIBLE OECD ACTIVITY ON
GOVERNMENT INNOVATION BUT INSISTENCE THAT PROGRAM BE
LIMITED AND SUBJECT TO PERIODIC EVALUATION OF RESULTS.
MEETING AGREED ON TOPIC AREAS THAT MIGHT BE GIVEN PRI-
ORITY CONSIDERATION IN SELECTION OF SPECIFIC CONCRETE
TOPICS FOR STUDY. SECRETARIAT WILL NOW DEFINE AND FOCUS
TOPICS AS BASIS FOR POSSIBLE SEC GEN PROPOSAL TO
COUNCIL. END SUMMARY.

2. EXPLORATORY MEETING ON INNOVATION IN PROCEDURES
AND STRUCTURES OF GOVERNMENT WAS ATTENDED BY REPRE-
SENTATIVES FROM CAPITALS OF 18 OECD COUNTRIES AND EC
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COMMISSION AND BY MEMBERS PERMANENT DELEGATIONS OF

THREE OTHERS, CONFIRMING WIDESPREAD INTEREST IN SUBJECT. US WAS REPRESENTED BY DWIGHT INK, DEPUTY ADMINISTRATOR, GENERAL SERVICES ADMINISTRATION AND ALAN DEAN, SPECIAL ADVISOR TO THE UNDER SECRETARY, DEPARTMENT OF HEALTH, EDUCATION AND WELFARE.

3. SECRETARY GENERAL OPENED MEETING RECALLING HE HAD CONVENED IT TO SEEK EXPERT ADVICE ON WHETHER IT WOULD BE USEFUL TO ESTABLISH FRAMEWORK FOR EXCHANGES AMONG SENIOR GOVERNMENT OFFICIALS ON GOVERNMENT INNOVATION. HE SAID QUESTION WAS RAISED NOW BECAUSE OF (A) GROWING ATTENTION TO SUBJECT IN MANY COUNTRIES, (B) RAPID CHANGES IN GOVERNMENT STRUCTURES, UNLIKE PAST, AND (C) RELEVANCE OF CONCERN FOR GOVERNMENT STRUCTURES AND PROCEDURES TO OTHER OECD WORK.

4. ALTHOUGH UK, BELGIUM AND SWEDEN INDICATED CONTINUED DOUBTS AT OUTSET OF MEETING, ATTITUDE WAS GENERALLY POSITIVE AND BECAME INCREASINGLY SO AS CONSENSUS REGARDING LIMITED INITIAL SCOPE AND PRAGMATIC CHARACTER OF POSSIBLE OECD PROGRAM THIS FIELD DEVELOPED ALONG MODEST LINES FAVORED BY US.

5. US AND MOST OTHER DELEGATIONS MADE CLEAR THAT ISSUE OR ISSUES TO BE SELECTED FOR STUDY UNDER PROGRAM SHOULD BE CONCRETE AND SPECIFIC BUT NOT CONFINED TO NARROW SPECIALTY OF BUDGET, PLANNING OR ORGANIZATIONAL EXPERTISE. WITH THESE CONSIDERATIONS IN MIND, MEETING PROPOSED THAT SEC GEN RECOMMEND TO COUNCIL SPECIFIC MANAGEABLE WORK ON TOPICS WITHIN SPECIFIED AREAS DEVELOPED IN THREE WORKING GROUPS ON BASIS SECRETARIAT DOCUMENT CES/73.86 AND SUBSEQUENTLY ADOPTED BY PLENARY SESSION. IT WAS RECOGNIZED THAT SECRETARIAT WOULD HAVE TO DEFINE AND FOCUS TOPICS FURTHER BEFORE PRESENTATION TO COUNCIL.

6. TOPIC AREAS RECOMMENDED FOR PRIORITY CONSIDERATION WERE

(A) METHODOLOGY OF PLANNING AND POLICY ASSESSMENT IN RELATION TO THE IDENTIFICATION OF ISSUES OF UNCLASSIFIED

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FUTURE CONCERN AND IN RELATION TO CURRENT POLICY-MAKING;

(B) IDENTIFICATION OF NATIONAL INDICATORS FOR ASSESSING THE EFFECTIVENESS OF PROGRAMS, AND MAKING THE INDICATORS AND EXPERIENCE WITH THESE INDICATORS AVAILABLE TO OTHER COUNTRIES; AND

(C) STRUCTURE AND EFFECTIVE ORGANIZATION OF MINISTRIES OR DEPARTMENTS IN RELATION TO GOVERNMENTAL OBJECTIVES AND PROGRAM RESPONSIBILITIES.

7. DELEGATIONS IN ADDITION SHOWED SUPPORT FOR SEVERAL OTHER ISSUES.

(A) THERE WAS CONSIDERABLE INTEREST IN DECENTRALIZATION (SUPPORTED ACTIVELY BY US) IN ALL THREE WORKING GROUPS, BUT INTEREST DID NOT DEVELOP INTO CONSENSUS FOR EARLY ACTION, PARTLY BECAUSE OF DIFFERENCES IN DEFINITION AND CONCEPT BETWEEN PARTICIPANTS.

(B) DURING DISCUSSION OF INDICATORS (PARA 6B, ABOVE), DELEGATIONS SHOWED INTEREST IN US--SPONSORED SUBJECT OF PRODUCTIVITY MEASUREMENT IN THE PUBLIC SECTOR, WHICH MIGHT BE INCLUDED IN SOME PHASE OF WORK PROPOSAL AS FURTHER DEVELOPED.

(C) THERE WAS ALSO MUCH SENTIMENT FAVORING CONSIDERATION OF MEANS FOR ESTABLISHING CRITERIA TO PERMIT COMPARISON OF PUBLIC PROGRAMS IN DIFFERENT SECTORS FOR PURPOSES OF POLICY-MAKING, RESOURCE ALLOCATION, AND INTEGRATED PLANNING AND EXECUTION.

8. MANY DELEGATIONS INCLUDING US STRESSED IMPORTANCE OF PLACING TOPICS WITHIN LARGER INTEGRATED FRAMEWORK NOT CONFINED TO PLANNING, BUDGET OR ORGANIZATION ASPECTS, STRESSING THAT THE WORKING GROUPS (SET UP ALONG THOSE LINES) WERE ONLY A CONVENIENT DEVICE FOR ACCOMPLISHING THE WORK OF THIS MEETING.

9. THERE WAS CONSENSUS THAT THE PROGRAM SHOULD BE EXPERIMENTAL, WITH CONTINUATION OF PROGRAM SUBJECT TO PERIODIC EVALUATIONS OF RESULTS, AND THAT IT SHOULD BE LIMITED IN SCOPE, CONDUCTED WITHIN EXISTING OECD RESOURCES, AND DESIGNED TO PRODUCE PRACTICAL RESULTS. IT WAS RECOMMENDED THAT PROGRAM BEGIN WITH INFORMATION EXCHANGES LEADING TO CONVENING OF ONE OR MORE WORKING UNCLASSIFIED

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GROUPS AT EXPERT LEVEL ON AN EXPERIMENTAL BASIS IN WHICH ONLY THOSE COUNTRIES WITH AN INTEREST IN THE SUBJECT WOULD PARTICIPATE.

10. US AND UK PROPOSED, AND SOME OTHERS SUPPORTED, THAT SEC GEN CONSIDER POSSIBILITY OF LEAD-COUNTRY APPROACH IN AT LEAST SOME ASPECTS OF PROGRAM TO MINIMIZE BURDEN ON OECD RESOURCES.

11. IN BOTH PLENARY AND WORKING GROUP SESSIONS, DELEGATES SHOWED LIVELY AWARENESS OF NEED TO AVOID DUPLICATION WITH OTHER ACTIVITIES IN OECD (PARTICULARLY EPC WORKING PARTY 2 AND SOCIAL INDICATORS PROGRAM) AS WELL AS OTHER INTERNATIONAL ACTIVITIES INCLUDING INTERNATIONAL INSTITUTE FOR ADMINISTRATIVE SCIENCES. PROPOSALS WERE CAREFULLY FORMULATED TO ELIMINATE DUPLI-

CATIVE ELEMENTS WHILE RETAINING POSSIBILITY OF VALUABLE
CROSS-SUPPORT WITH OTHER ACTIVITIES.

12. FURTHER WORK OF SECRETARIAT WILL PROVIDE
BASIS ON WHICH SEC GEN WILL DETERMINE WHAT HE MAY WISH
TO RECOMMEND TO THE COUNCIL WITH RESPECT TO POSSIBLE
UNDERTAKING OF A LIMITED PROGRAM IN THIS AREA.BROWN

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